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IT'S THE QUALITY THAT MAKES THE DIFFERENCE

CENTRAL GLASS WORKS

WHEELING, W. VA.

Manufacturers of LEAD BLOWN, PRESSED AND DRAWN STEMWARE, BLOWN AND PRESSED TUMBLERS, DECANTERS, CARAFES, JUGS, OILS, BLOWN TABLEWARE, ETC.

HOTEL, CLUB AND CAFE GLASSWARE.



67-6 IN BLOWN COMFORT, OPTIC, ETC.

Our Specialty: DEEP PLATE ETCHED MONOGRAM AND CREST WORK. IF YOU WANT REAL QUALITY GLASSWARE AT RIGHT PRICES AND PROMPT DELIVERIES, TRY US AND BE CONVINCED YOURSELVES.

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FINE TABLE GLASSWARE

No illustration
can do justice
to this line.
It must be seen.

A complete
assortment of
new goods.



Is always on
view at our
various
salesrooms.
It is there
for your
convenience.
Call and see
it.

THE DUNCAN & MILLER GLASS CO.

MANUFACTURERS OF FINE TABLE GLASSWARE

Washington, Pa.

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GREEN & THOMAS, 33 So. Charles St., Baltimore
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Haviland China

is stamped

Haviland on white china
France

Haviland & Co. on decorated china
Limoges

We respectfully remind dealers that the china stamped "Haviland" or "Haviland & Co." is the only china known since 1840 as Haviland China and that any other ware with the name Haviland in its stamp cannot be lawfully sold as Haviland China, or without the mention of the name in full with which it is stamped.

Any infringement upon our exclusive right to the denomination of "Haviland China" for our ware would oblige us to sue the offender for damages.

Haviland & Co.
11 East 36th St., New York

WE ARE THE AUTHORITY ON JAPANESE MINIATURE GARDENS

A popular artistic fancy specialty with great commercial possibilities for the retailer.

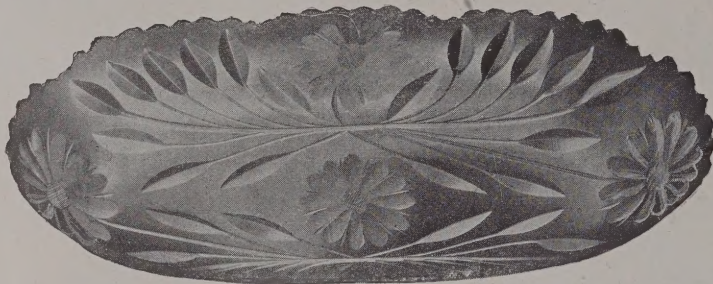


OVER 100% PROFIT

Have started many houses in the line. Let us start you also. Write for details and trial assortment including display pieces.

MOGI, MOMONOI & COMPANY
25 BARCLAY STREET

NEW YORK, N. Y.



112. CELERY FLORAL

The Beauty of Our Designs

and Superb Quality of our blanks will appeal most strongly to your discriminating customers.

*A Line Salable Anywhere
at a Good Profit.*

QUALITY — EMPIRE — PRICE

WHEN IN THE NEW YORK MARKET SEE OUR DISPLAY AT

THE CUT GLASS PRODUCTS CO.
ROOM 208 FIFTH AVENUE BUILDING

EMPIRE CUT GLASS CO.
FLEMINGTON, NEW JERSEY

Another big improvement achieved in Guernsey-Ware

In Guernsey-Ware we have realized a **new** triumph—a **leadless glaze** that eliminates absolutely all possibility of criticism.

We are among the first American potters with this improvement.

What does this mean to **you**? It means that Guernsey-Ware will "make good" with your customers—they will like it, praise it, praise your store, and bring their friends in to buy.

The proof? A dealer demand so enormous that we have just doubled our plant—a 125% increase.

Write for full details of our proposition and sample of Guernsey-Ware.



On Every Piece

Full Line of
Samples:
Bates & Ledden
16 West 23rd St.
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Guernsey

Earthenware

Brown — White Lined — Enameled

Copyright, 1913. The Guernsey Earthenware Co.

THE GUERNSEY EARTHENWARE CO.
21-a E. End Street, Cambridge, Ohio



HAVILAND & ABBOT COMPANY

To the Trade:

Fortunately for us, and for you, an important portion of the new samples for 1915 left Limoges before the commencement of the European War, so that we are now showing a complete and attractive collection of samples, many of which have been opened since the first day of this month. We are glad to say that the last mail brought invoices and the information that the factory of Porcelaines G D A is working satisfactorily and Mr. Gerard promises important shipments in the near future. You may, therefore, place your orders for Spring delivery or for immediate shipment from our New York stock with the assurance of prompt delivery.

HAVILAND & ABBOT COMPANY

95 MADISON AVENUE
NEW YORK CITY



NOW IN PREPARATION

(Illustrating Actual Size)

(For NEW YORK SECTION, see page 100)

POTTERY & GLASS DIRECTORY

AND BUYERS' GUIDE

1 9 1 5



Comprising a complete list of the pottery, glass, art metal and lamp manufacturers and importers in the United States, together with a classification of the principal branches allied with these trades : : : : : :

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395 FOURTH AVENUE, NEW YORK
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P R I C E 2 5 C E N T S

The Annual Edition OF THE POTTERY AND GLASS DIRECTORY

A correct and ready reference book for the Pottery and Glass and Allied lines. Goes to the man who actually buys goods and is used constantly during the year.

The only directory of its kind in general use. It is a

Buyers' Directory

of Manufacturers, Importers, Jobbers and Selling Agents alphabetically arranged and classified.

The Ideal Advertising Medium

to display your business card or an illustrated announcement, having the strong feature of being in steady and constant use.

WRITE FOR ADVERTISING RATES

If you have not sent in your list for classification do so now

POTTERY AND GLASS DIRECTORY

Huott Publishing Company

395 Fourth Ave.,

New York City

POTTERY & GLASS

VOLUME XIII. No. 3.

NEW YORK, SEPTEMBER, 1914.

TERMS: \$2.00 per year in advance
25 cents per copy.

The Employer's Part in Social Betterment

AN ADDRESS DELIVERED BY HOWELL CHENEY BEFORE THE RECENT CONVENTION, IN
NEW YORK, OF THE NATIONAL ASSOCIATION OF MANUFACTURERS

IN the five minutes that are at my disposal I can only hope to enunciate some of the principles that have been impressed upon me by the legislative work which Colonel Pope has so ably directed for Connecticut, and by the invaluable service Mr. Schwedtmann has rendered in inspiring constructive ideas for general legislation.

There is in the English language a fine old word, "social," which through all ages of our language has stood for the living together of individuals in mutual helpfulness and cooperation. It stands for the ideal of association with many, and necessarily, by contrast, for a fellowship of individuals.

How has it come about that the social ideal carried by the ancient traditions of this word should have been corrupted into an "ism," whose tendency has become the propagation of a doctrine of inefficiency, to live upon others rather than to associate with and help others? Are not employers in part to blame for it? Or rather, has not our traditional attitude of either aloofness or opposition in part deprived us of both the privilege and responsibility which we should have accepted in leading and constructing sound social reforms? We may never escape from the necessity of opposing a mass of ill-digested and unwise legislation. I only insist that even in this opposition we would speak with more authority and conviction if it was animated by a more intelligent and earnest desire to point the true way rather than to stopping the flood only by reinforcing the dam.

If we, at all times, had lived up to the social ideal of bearing our part of the responsibility for the finding of a solution of the common and general problems, we would not have been placed in the position of defending special interests. Certainly, no body of people more definitely appreciate the necessity for cooperation and for making all of the intricate parts of our social mechanism gear together than do the great body

of manufacturers. No portion of our people is more dependent upon real social cooperation—the real living together in a spirit of mutual assistance and association—than is this same body of manufacturers. If it has come about that we have allowed ourselves to be relegated to the position solely of fighting against public legislation of a specific and individual character, rather than in the furthering of that broad and general interest upon which the success of our manufacturing business depends, it is not ours now to complain that our influence is lost. The foundations of our interest are as broad as the social conditions on which they rest. Our success is dependent upon the working cooperatively of its various factors. If we, in a spirit of truth and devotion, illustrate the ideal of co-operation so that we can speak with experience as well as knowledge, we will be heard not only with interest in legislative halls, but with eagerness. The best method of combating an "ism" is to strive for the ideal.

Too often it has been our policy to be put in the position only of opposing plans for legislation, which have been proposed by interests which were more definitely selfish and specific than our own have mistakenly been represented to be. They succeeded and we failed, because they came forward as the advocates of alleged principles where we were the opponents of measures. They assumed to speak for great masses of humanity—we for the maintenance of a profit for our own pockets. We could state with truth but with ineffectiveness, that upon the existence of this profit depended the general welfare no less than our own. It inevitably became the battle between general and specific interests. The success of our opponents should have opened our eyes, not only to a general principle, but to the road for its successful prosecution. In every movement that vitally concerns our whole manufacturing fabric, let us, under the leadership of such

men as Mr. Schwedtmann, sincerely, honestly and faithfully devote ourselves to the enunciating of the general principles of economies, morals and justice that underlie their solution. Let us state these principles as clearly as possible in the broadest and most general terms and show their application to the particular problems in hand. In the furthering of legislation through such principles, let us never make it a matter of compromise with the truth, but let us follow the truth to its logical end. Having enunciated the principles, let us embody them and draft them into definite legislation that we may thereby give evidence, not only for our good faith, but our insistence upon our right to be heard in matters of general welfare. With these principles before us and their enunciation in general legislation let us not be shifted from our grounds of commanding any logical offense to the weaker and less commanding position of defense.

In associations, let us loyally stand behind those men who are giving their time and interest to the fighting of our battles and recognize that we have placed ourselves outside of the right to criticise if we are unwilling to put our shoulder to the wheel. Wherever it is possible, by all means, let us appear in person as intimate and legitimate members of this social fabric which we are defending, and let us not, except in questions of expert legal verbiage and theory, place ourselves in the hands of lawyers, however competent, but plead our own cause as a matter of personal conviction rather than through professional representation as a matter of personal defense.

Finally, if we have failed in exercising the influence which is rightly ours in social legislation, it has often been because we have whittled at too narrow an application of a principle.

Fall Sales Bring Splendid Results

A LONG in August the wail of the trade pessimist was "what'll the retailers do for September sale goods now?" September first found every one of the large stores in the Metropolitan district ready with a sale of china and glass; stocks were as large, and in a few cases larger, than last season. The imported goods were there too. Strange what a lot of gloom a pessimist can spread around. How fortunate we are in having so many enterprising buyers. How did they do it? By looking ahead, and doing considerable scouting around the crockery district early in August.

In one of New York's largest departments the sale opened on August 31. The advertising was not the usual bare announcement of a china sale and an itemized list of bargains, but a few good human interest paragraphs, carefully illustrated, telling why September was the best time to re-stock or purchase new goods. The department was then re-arranged and

spread out, giving ample display to everything on sale. Throughout the first day the large force of sales people were kept on the jump continually, the total for the day's sales showing the greatest single day's business the firm had ever enjoyed.

The Gimbel Bros. store did not confine their china and glass display to the department alone, but made an elaborate centre aisle showing on the main street floor. This was also supplemented by a centre aisle display on both of the sub-basement floors, an idea that has worked out extremely well. The main floor showing consisted of beautiful assortments of cut glass, each plainly marked and ranging in value from eighty-five cents to thirty-seven dollars; fancy pieces of imported china, novelties, etc., occupied another large table nearby, with tables of cut glass, imported stemware, decorated glassware and lamps taking up the remaining space across the building.

In the main department on the fifth floor a splendid business was done in the finer grades of dinnerware

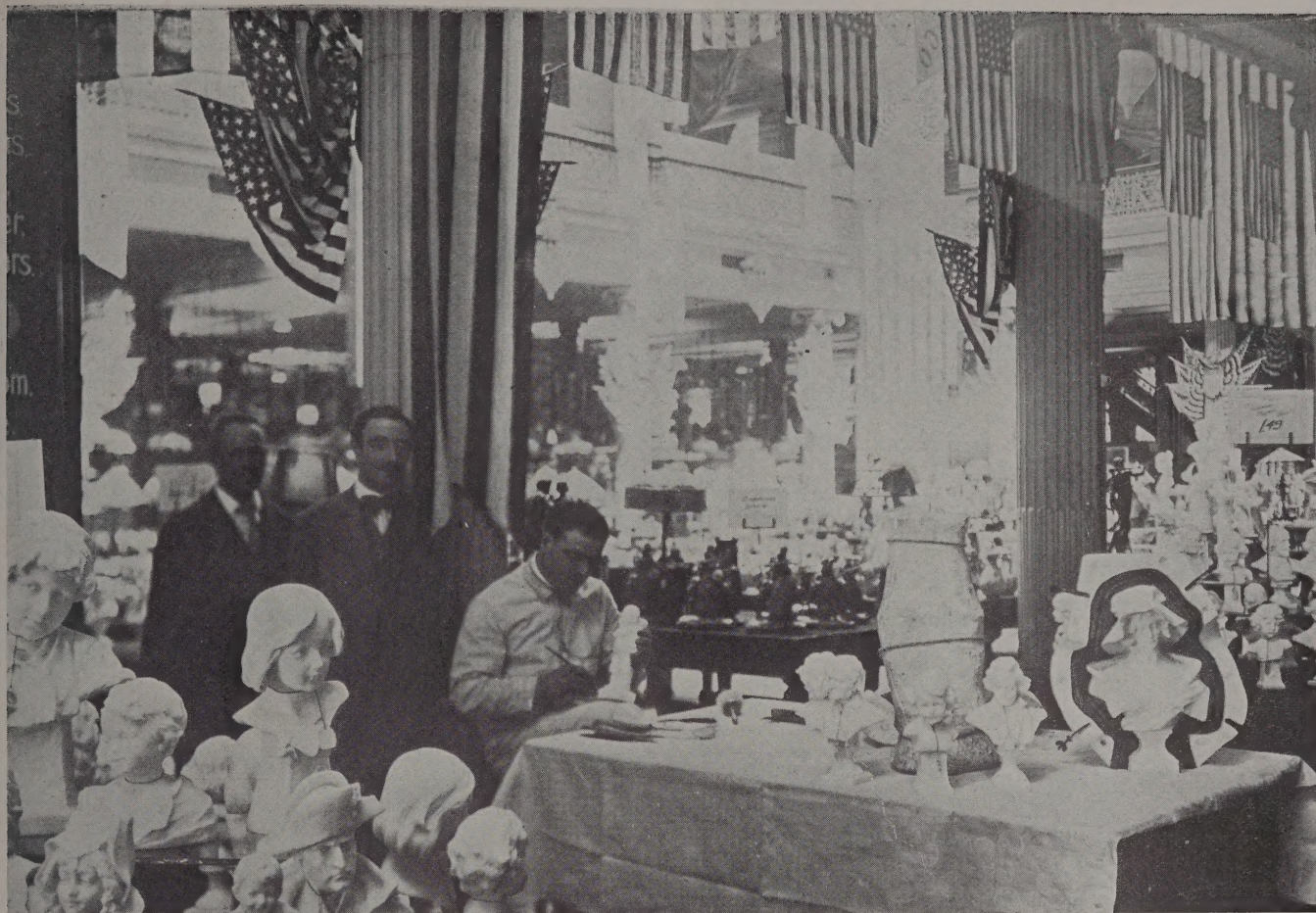


The attractive poster in colors used to herald the big china and glass sale of Gimbel Bros.' New York Store.

and also in rock crystals, stemware especially moving well. Over seventeen open stock patterns were shown, each of which is constantly carried in stock. To carry stock of this nature requires considerable outlay and the finest class of trade, for the sale prices ranged from \$75.00 a dozen to the finest productions at \$3,000.

WAR BRINGS EMPLOYMENT TO FIVE HUNDRED

A sudden impetus has been given to the gas mantle trade in this country by the hostilities abroad, the Welsbach Company increasing their staff of workers during the past month by the addition of five hundred girls. The main reason for the Welsbach Company's increased force is the stopping of importations of nitrates of thorium. This is a chemical essential to the manufacture of gas mantles and is manufactured in large quantities by the Welsbach Company.



View of J. B. Greenhut & Co.'s statuary and fancy china section during a recent industrial exhibit, showing the manufacture of poured marble busts.

Merchandise and Its Proper Display

SATISFACTORY display is an item that concerns the welfare of every retail establishment, for not to show merchandise is "hiding the light under a bushel" and increasing the obstacles which stand in the way of its ready sale. These points and others were admirably touched upon in an address on "Merchandise and Its Proper Display," recently delivered in Detroit by George E. J. Cowan, author of several books on "Window Trimming." So pertinent, in fact, to the subject of modern retailing were his conclusions, that we take pleasure in reprinting the following excerpts from the address for the attention and consideration of our readers:

There can be no question now about the advisability of merchandise display. The question now of vital importance is, "How shall we arrange our merchandise in order to get best results?" Looking back thousands of years and also making a study of merchandising conditions in even the most primitive countries of today, we find that the first essential in most merchandising is to get the goods out where they can be seen. This is what the great mass of merchants are doing at the present day. Of course, the average

store in the more progressive countries has improved wonderfully in the last few hundred years, this being particularly true of the show window in so far as construction and lighting is concerned. The introduction of plate glass about seventy-five years ago has been the most powerful factor in the improvement of the show window.

No matter how up-to-date your show window may be it is still vitally important that some one in the store really knows something about the more important principles governing the display of the goods that the store has for sale. One very important rule that can be applied to almost all lines is to try to show goods as they will appear when in use.

Applying this same principle to the showing of furniture and other house wares, it is best to decorate the windows in imitation of room interiors. Let all articles for the kitchen be shown in natural surroundings, while articles for the dining room will be shown in an appropriate setting. This system of display compared with the old method of showing a heterogeneous collection of all kinds of furniture in

(Continued on page 20)

Proper Lamps and Lighting

This is the first of a series of articles on light and its functional character and qualities. In it are considered some of the preliminary aspects of the subject which are vitally important to a correct understanding of its workings. It also takes up the psychological function of light and shows its close relation to the aesthetic. The subject will be continued in the next issue.

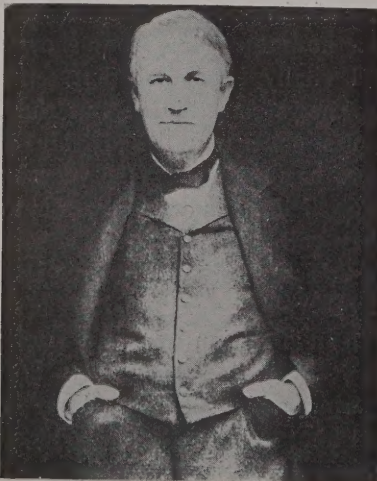
A Little Light on a Dark Subject

ED. NOTE.—Light, paradoxical as it may seem, is one of those many subjects known to all of us and understood by few. Its very commonness has precluded it from serious attention, and even physicians who, above all men, should have investigated its psychological as well as its physical characteristics, have accorded it scant consideration. With the great development of illuminants, however, which has taken place during the last decade, the subject of light literally “shone forth” and demanded the consideration and attention it has hitherto been denied.

At first, unfortunately, its properties were analyzed and advanced by lamp manufacturers—those who, because of prior rights of patent or invention, were prejudiced in favor of one kind or variety of illuminant. In fact, it is just within the shadow of the last few years that the illuminating engineer, unhampered by any commercial relations, made his appearance, and denied in hundreds of cases the work which had been sponsored by the manufacturers. He had no axe to grind, and his findings in the field of lighting lead to many interesting and important results.

The articles in this series will take up a discussion of light and its esthetic value in a practical and understandable way, and any one in the pottery, glass and lamp trades who has any reason to be interested in the subject of lighting and illuminants will find them entertaining and highly valuable.

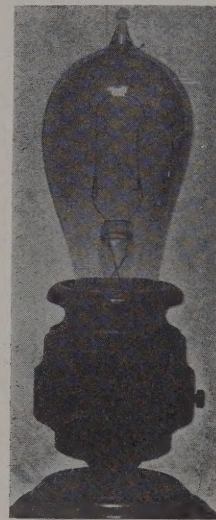
AT the beginning, let us understand that we are not limited in our discussion to any single illuminant. Even the lights of medieval times are still in use today, and we will not see the day when any one illuminant supplants all the rest. Thousands of oil lamps



Thomas Edison, inventor of the electric incandescent lamp.

are still in vogue, millions of candles are sold, and gas lighting has kept pace with each successive improvement in electric illuminant manufacture. Over thirty years ago, Mr. Edison invented the electric incandescent lamp, and a few years later Dr. Carl Auer Von Welsbach invented the Welsbach incandescent gas mantle.

And so we progress—in so far as economy is concerned—until today we have at our command artificial illuminants which are economical enough to satisfy the

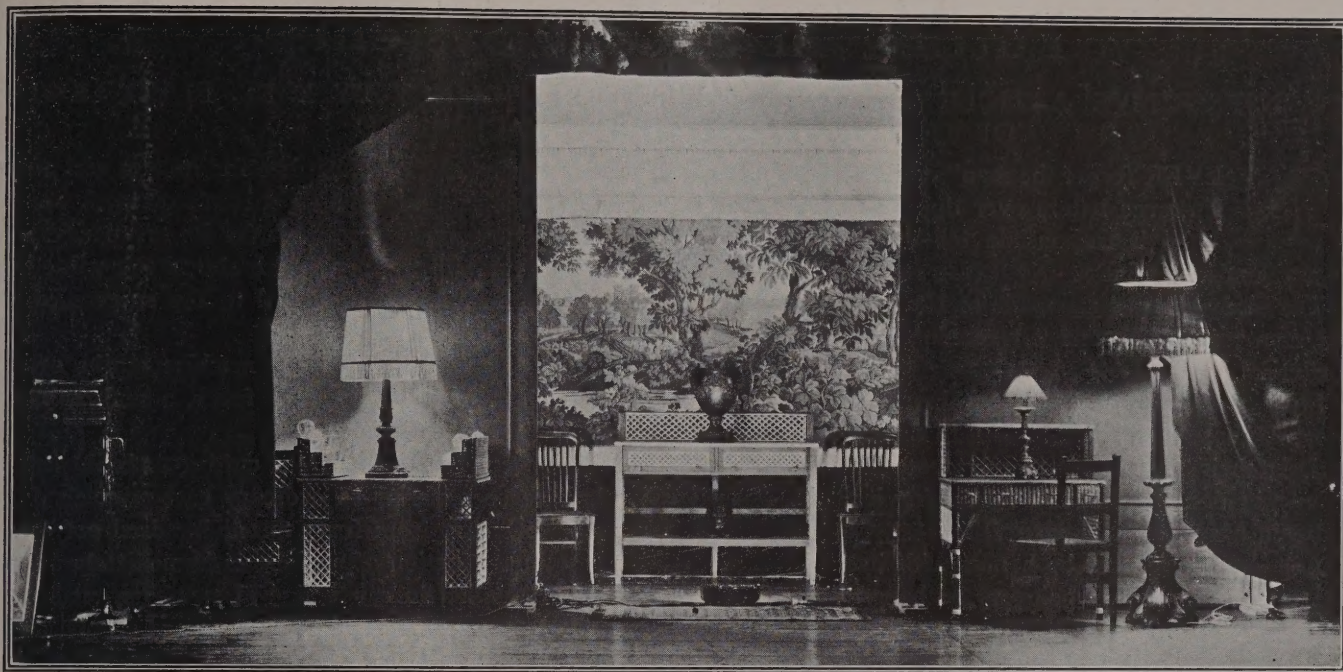


Edison's first electric lamp, 1880.

demands of the general public. Or, in other words, artificial light is no longer regarded as a luxury, but as a necessity.

When gas and electric lights were first used they were a novelty and attracted attention. Anything which is new and *different* from the *commonplace* does. Let me reiterate in bold type: **DIFFERENT FROM THE COMMONPLACE.** If it were only possible to flash this sentence in letters of fire before the eyes of every purchaser of lighting equipment, what a difference in the *appearance* and *effect* of things it would make.

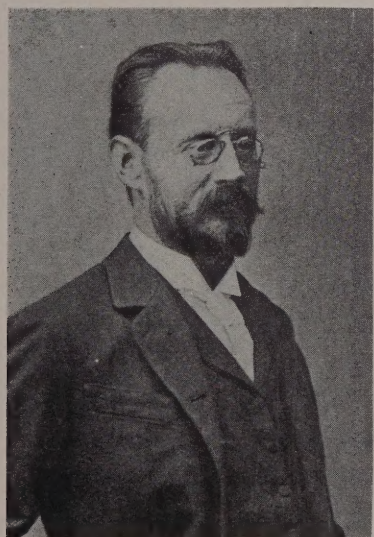
So, gas and electric lamps have been improved—the



The stage setting used by Mr. Godinez for one of his lectures before the Art in Trades Club, New York.

goal being always a *whiter* light at a *lower* cost. This characterizes the engineering conception of "lighting improvement" in a nut-shell: "More light, a whiter light, as cheap as possible."

The engineer, not satisfied with the Creator's plan, has tried to improve upon God's work by turning night into a hideous and unnatural day. Since the first nights



Dr. Carl Auer Von Welsbach, inventor of the Welsbach incandescent gas mantle.

of the world human beings have been accustomed at night to a soft yellow light. First, the light from the camp fire was yellow, and it conveyed to the mind a sense of physical comfort closely linked with the color of the flame. Later, candles and oil lamps, still yellow in color continued to shape the human eye

through hereditary influence to associate yellow or amber as an agreeable color associated with the peace and comfort which in those days came at the close of a day's work. Even the open gas flame, a later improvement, continued to be yellow and Mr. Edison's first electric lamp with its inner wire of carbonized bamboo (Fig. 5) glowed with an amber light. The first Welsbach mantles (Fig. 6) were somewhat whiter, but the manufacturers immediately realized that a white light was not suited for all purposes, and placed upon the market an amber light mantle which approximated, or, one might say, pleasantly counterfeited, the soft amber light of the oil lamp.

As the electric lamp was gradually improved (in the sense of giving more light for less energy) each successive stage of improvement was marked by a definite increase in whiteness, until after the Tantalum filament lamp, came the *tungsten*, which is now sold under the name of Mazda, a coined word used by one group of manufacturers, to distinguish the products of the "trust" from small, independent manufacturers, and imported lamps. Unlike the manufacturers of incandescent gas mantles, these affiliated concerns tried to make the public believe that a "white light" was a "better light," and owing to the fact that as artificial light is sold to-day the public have been educated to regard as just "a necessary evil" and nothing more, thousands of people are laboring under the misapprehension that a white light is a better light and are sacrificing every comfort which artificial light has to give through their ignorance, inspired by profuse and misleading publicity.

(Continued on page 26.)

Putting in a Cost System

AN INSTRUCTIVE ARTICLE ON MODERN BUSINESS EFFICIENCY BY E. ST. ELMO LEWIS,
OF THE BURROUGHS ADDING MACHINE CO.

"NEVER forget the man" ought to be written in large letters over the desk of the man who is responsible for the systems used in any kind of business.

Too many systems are made on the assumption that the men working them are reasoning, thoughtful and analytical.

Most men are none of these things. In fact, even most of those men who are paid to think are not analytical; their thinking is merely remembering how a thing was done before, and then doing it again.

Begin a system with yourself.

A cost system must be honest with itself.

Decide that you are going to be honest with yourself.

The proper cost system registers the will of the proprietor. It goes only as far as he will go. Some managers don't want to know too much about their business. It is surprising how much more common than may be supposed this failing is. The average man approaches a cost system from the wrong angle. He doesn't want to find that he has not been making as much money as he should, because that reflects on his ability as a manager. He should, on the other hand, try to find out where he is not making as much as he should, in order that he may remedy the oversight. In the first place, then, determine to find out what it has cost you to produce and sell your product for one given period. That will open your eyes to losses and perhaps unnamed profits. In the second place, decide that you will put in a system to find out what your future product will cost you.

Get at the costs; don't flinch or fumble, but go after and get the whole truth about yourself and your business.

You may have some pet method of handling tools in the factory, charging the salesman's expense, dividing territories, handling the accounting detail in the office. You think it is efficient and profitable. It may not be. Be prepared to see it possibly thrown on the rubbish heap.

Teach your superintendent and your men to see the new ideas in the same way. Employees are never glad to see changes. They don't know what they mean; and being ignorant of the purpose they generally imagine they mean the worst results to themselves. Superintendents, managers who have been responsible for the systems you have in use, would be more than human if they did not resent the "new fangled ideas" that seem to be revolutionary and spell in a way an indictment of their ability.

Consider the man and bring to bear upon him all

your managing ability which has for its aim and purpose the inculcation of the right ideals of work, faith in the business, and enthusiasm for its prosperity.

A manager told a story which shows the value of this man-knowledge so essential to the success of a cost-keeping system:

"The management of a large machine works came down with the high-speed steel fever, a malady that needs a little description.

"High-speed steels, made for cutting-tools in metal works, are so superior to ordinary carbon steels for certain work that from forty to one hundred per cent increase in production often follows immediately upon their introduction in a machine shop. They make it possible to run machines faster, cut more deeply, and speed the work all around.

"This particular management tried high-speed steel and found that its costs could be reduced at least seventy per cent. That meant almost a revolution in prices and competitive conditions. An elaborate cost system was worked out, the new steels applied everywhere, and several contracts taken on terms that would have meant bankruptcy under the old scheme of things.

"And before those contracts were completed the works did face bankruptcy.

"For the new cost system wouldn't operate itself. Workmen had not been taught to temper the new steels, a delicate process. No provision had been made for grinding tools to exact angles in a special department. There was an insufficient supply of tools for the new conditions, leading to losses of time. Worst of all, employees were suspicious of the whole innovation because it had not been clearly explained to them and they feared it was meant to put them at some disadvantage. The cost system was only a theory at that point.

(Continued on page 28.)



An attractive illustration used in the September sale announcement of Abraham & Straus, Brooklyn,



Practical Law for the Buyer and the Seller

A department devoted to a discussion of the various legal matters that are constantly confronting the man in business; opinions rendered are based upon actual decisions.

Written by Elton J. Buckley.

Advertising Bad Debts for Sale

A WESTERN paper has been having some discussion with its subscribers over the right of a merchant to advertise his bad accounts for sale. There has appeared to be some doubt as to whether such a move would be safe, and the whole subject has been referred to me with a request to throw such light upon it as I can.

The editor of the paper sends me a copy of a letter from a Michigan subscriber, describing how he wrote to twelve delinquents, whose accounts were so old that they were almost hopeless, telling them that if they did not pay by a certain date he would advertise their accounts for sale. All paid but two, and those were advertised; with what result is not stated. An indirect result of the plan was that several other slow customers settled up or arranged to do so, in order to avoid the same fate.

This case shows the efficiency of a *threat* to advertise the accounts for sale, but of course has no bearing on the question itself.

Another letter, which the editor also sends, shows the general feeling toward the advertising method, which I have always believed was the most effective possible. It is from Saginaw and reads in part as follows:

At a recent meeting of some of our local merchants I brought the matter of advertising old accounts for sale before them, but an objection was raised that this is a direct violation of the law; that is, the making public of information relating to the credit of the persons who refuse to pay.

As you maintain a department treating the legal phases of the business, will you kindly advise the attitude of the courts in a matter of this kind?

The delinquent debtor who has withstood all effort to make him pay is not likely to have the face to object when the claim is advertised for sale, so the merchant who does it is not *likely* to get into trouble through it, even though he has done an illegal thing. It is always unsafe, however, to base one's hope of safety on the belief that nobody will do anything. Can bad accounts be advertised for sale in such a way as to make the advertiser safe, even if somebody does object?

They can without a doubt, but the thing should be done with the utmost care. If done carelessly or im-

properly, the injured debtor can sue and may recover large damages, as in such cases the jury's sympathy is always with the man who was wrongly published as in debt.

It is fundamental that a man who owns a piece of property, whether real or personal, tangible or intangible, can sell it to another person. For instance, he can sell the good will of his business, or his claim against another, both in a sense intangible. There is no question that he can sell a claim against a customer for goods sold and delivered, and he can do it whether judgment has been gotten on it or not. It is nevertheless always best, for reasons I will explain, to first get judgment and advertise that, rather than the mere claim.

Often when a creditor has been sued by a debtor whose debt he advertised for sale, a dispute has arisen because the debtor contended that he owed nothing or owed less than the amount charged against him and therefore should not have been advertised. Until the claim has been reduced to judgment, there is always danger of such a defense being made, and if it is true, the creditor, who advertised a man as owing him when he did not, is in a bad position. To say publicly that a man hasn't paid his debts to you—which is a direct reflection upon his credit—is, if untrue, a libel.

No matter if a debtor has never come forward and disputed your bill, he may nevertheless have a perfectly good defense to it, or at least to part of it. As a matter of fact, the better his defense the less likely he is to bother himself about it unless he is forced to. Suppose then you advertise your simple claim against him for sale and he proves that you either have no claim whatever, or that the only reason it hasn't been paid is because of an honest dispute in which he was right and you wrong.

This is the danger of advertising *claims* for sale. Understand, a claim that is absolutely and unquestionably correct can be advertised just as legally as a judgment, but the only perfectly safe and sure plan is to enter suit before a magistrate, alderman or justice of peace, get judgment on the claim and then wait until the period of appeal has passed. You can then adver-

POTTERY AND GLASS

tise the judgment for sale in absolute safety, provided you do it properly. In Pennsylvania the entire legal procedure outlined above can be put through within about twenty-five days, at small expense.

When a debtor is sued, notice is served upon him that at a certain time his creditor will present a certain claim against him. If he has a dispute, that is the time to present it, and if he ignores it—as such debtors almost always do—the time to dispute and deny is gone. Always provided he fails to appeal.

A judgment obtained like that can be advertised by circular, handbill or in newspapers, as legally as sugar or salt. But the creditor needs to remember not to indulge in any slurs or side remarks about the judgments he is offering, for those of themselves may be libelous. I advise nothing more than a heading like this: "The Undersigned Offers the Following Judgments at Private Sale":—this to be followed by the names of the debtors and the amounts. Libel can be committed by innuendo in cases like this. For instance, I knew a creditor who advertised a \$250 judgment for sale for \$5, the direct implication of course being against the financial worthiness of the debtor. Of course that was libel, and it is always best to say nothing more than I have said above.—(Copyright by Elton J. Buckley.)

GIMBEL BROS. GET BIG HOTEL CONTRACT

GIMBEL BROS., Philadelphia, according to a recent announcement, have secured the contract to furnish and equip the new addition to the Hotel Traymore, at Atlantic City, now in course of erection. This is one of the most extensive hotel decorative contracts let since that of the Biltmore, the completed hotel representing an investment of two and a half million dollars.

The Traymore is to be made the finest resort hotel in the world and every detail of its equipment and furnishing has been put in the hands of the Philadelphia department store. The interior will be luxuriously furnished, practically every article of furniture is to be made to order. In addition to the seven hundred bedrooms, there will be three large dining rooms and a

cafe; three banquet rooms, one convertible into an auditorium for conventions or other functions, and several suites de luxe. All contracts for supplies and materials, it is announced, will come through Gimbel Bros. direct.

SOUTH AMERICAN MARKET NOW OPEN TO UNITED STATES POTTERS

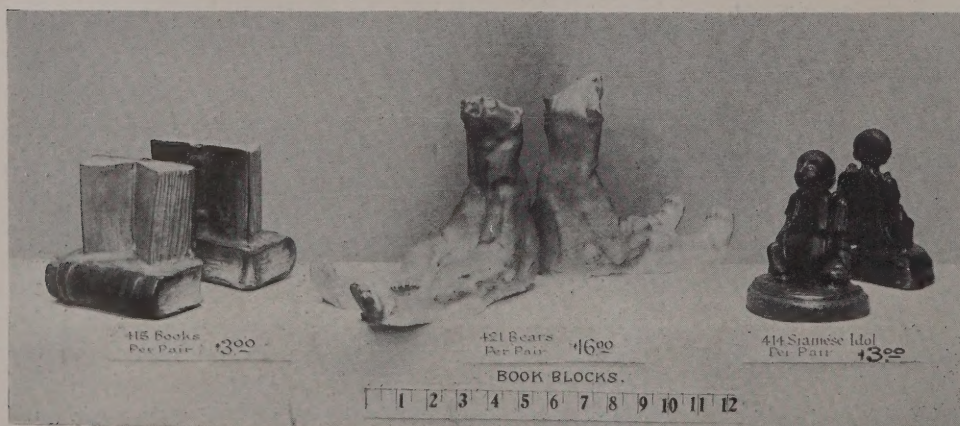
SOUTH AMERICA imports considerable quantities of earthen and china ware, in which trade the United States has a comparatively small share. Shipments of this class of goods from the United States consist almost exclusively of sanitary ware. Probably the largest exporter of earthen and china ware to South America is England. Germany and Austria-Hungary were her chief competitors, with the United States a poor fourth. Exports of china-ware from the United States during the years of 1912 and 1913 amounted to \$8,073, Chile, one of the leading countries, only taking \$190 worth. In earthenware and stoneware we did somewhat better but during 1913 fell away below the previous year. The total exports of earthen and stoneware for 1912 were \$129,884 while those of 1913 were but \$43,962.

WAR TIME PATRIOTISM AND CONTRACTS

WHOLESALERS abroad are complaining bitterly to their trade journals of retailers who are cancelling orders, still they themselves are cancelling contracts and are thus guilty of the same conduct they condemn in others. An example of this "patriotic spirit" is shown by the following letter received by a British publishing house from a well-known wholesaler, urging them to use the editorial whip freely upon the retailers who are ruthlessly cancelling contracts and countermanding orders. The firm writes:

"We hope you will, in your influential journal, point out how utterly un-English this is. A man has no right to thus shift his burden onto other people's backs. The retailers should bear their own in a patriotic spirit and not dodge their legal obligations."

And then they calmly discount these noble sentiments with the postscript: "Please cancel our advertisement until further notice, as we must cut down our expenses." The publisher has a contract with them and is wondering if they see the application. What a difference the point of view makes!



Some of the new Fulper Pottery specialties for the Holiday trade.

Be polite to everybody. The politeness that picks out the people with the most money has no place in a store—nor anywhere else, for that matter.

The 33 Ways in Which a Retailer Loses Money

HOW EVEN THE MOST CAREFUL MERCHANT MAY ENDANGER HIS BUSINESS WITH LOSSES, AND THE 33 WAYS IN WHICH THIS FREQUENTLY OCCURS.

(Continued from August issue.)

LOSSES through errors are mostly clerk's errors, but there are also delivery boy's errors, employer's errors, wrapper's errors and the errors of anybody else who in any way touches the transaction. The chief cause of delivery errors is in the delivery man or in the person who makes the delivery not being able or not taking time to check up his packages before he starts. These errors may be due to faulty writing, to ignorant helpers, or to careless drivers. In some stores a responsible person does nothing but assemble every order and check off the number of packages, the name, the address and the total amount of each order. Where there are two or three members of the firm, this department is often counted so important as to be under the personal direction of one of the members.

In every credit store which does not have a system which keeps each account before the eyes of the manager or proprietor all the time, there will be trouble with some customers buying more than they can pay for. A device for filing the sales slips in such a way that the last slip, bearing the total unpaid purchases at the top, always in plain sight of the merchant (but of course not seen by the inquisitive customers), is the plan adopted by the most progressive merchants to prevent overpurchases. The old-fashioned system, in which the merchant or bookkeeper had to dig out from a 300 or 500-page ledger the amount due from each customer, is so cumbersome and unreliable as a check on overpurchase, that the newer and better method is being adopted generally.

In many stores, particularly grocery and general stores, certain things like oil, gasoline, denatured alcohol, molasses, etc., are kept outside the store or in the back end of the store, or in the basement. A great many losses occur because an accurate system is not used to assemble or bring together all purchases on an order and checked off before being delivered either by the driver or direct to the customer. Many times the customer will pay for the goods brought in the store, either in cash or by having them charged, but sometimes the can of kerosene, or the jug of molasses, or the bottle of denatured alcohol, or the gallon of paint, or some of the builder's supplies, will go directly from the outbuilding, or the annex, to the driver or to the customer's vehicle, without being paid for or being charged. Unless the goods are properly assembled and checked off before delivery, the clerks and customers, as well as loafers very soon see that there is a chance to get goods which have not been charged or paid for.

Naturally, anybody who is trying to defraud a merchant, or any other business institution, will try the weakest link.

The loss of the container is a serious one. The grocer's and butcher's baskets and boxes are not returned—the brewer's kegs, cases and bottles are thrown away. The rug poles are used for clothes-line poles. Ice cream freezers are put into the cellar and forgotten. Milk bottles are dumped out or smashed. A Cleveland store prints on its sales checks this line, "Baskets, jugs, etc., must be returned." All such containers are charged to the driver. He must see that they are returned or pay for them.

With the proper system of duplicating books, for checking and keeping a record of all baskets, boxes, jugs, cans, kegs, bottles, freezers, etc., the owner knows where he stands. He knows just where the containers are. How long they have been there and how many he has in stock. In this way the number of containers required can be very greatly reduced, releasing more capital for productive work and getting the containers into your possession before they have become a nuisance to the customer and are destroyed.

In the ordinary store, having from two to ten clerks, the petty losses will run from fifty cents to three dollars a day. They occur from a cash customer who wants a small bill to run a day or so and then forgets it. Or, a woman forgets her purse and wants to take some goods with her, and says she will pay for it the next time she is in the store. The clerk or merchant makes no record of the sale and the purchaser forgets it. The amount may be only twenty-five or fifty cents. Finally the store-keeper thinks of it, but it has run so long that he is ashamed to say anything about it.

That is easily overcome by writing down each sale, and treating these petty sales as if they were regular charge sales. When the slips containing the customers' names and addresses and amount of the sales are made out, they are filed in a device called the "Systemat," which is kept on the counter facing away from the customers. This holds the slips up in front of the merchant continually, reminding him to collect before he and the purchaser both forget.

If a manufacturer pays a foundry twenty cents each for a certain part of a machine, the manufacturer does not say that those parts cost him twenty cents. If a grocer pays the jobber \$1 per barrel for apples, he does not say (if he knows his business) that the apples cost him \$1 per barrel. The modern progressive merchant or manufacturer, or any other up-to-

(Continued on page 18.)

POTTERY AND GLASS

WITH WHICH IS COMBINED

GLASS AND POTTERY WORLD

GLASS AND POTTERY WORLD, Founded 1893.
CHINA, GLASS AND POTTERY REVIEW, Founded 1897.
Amalgamated April, 1905.
POTTERY AND GLASS, Founded 1908.
Amalgamated April, 1909.
REG. U. S. PATENT OFFICE

PUBLISHED ON THE FIFTEENTH OF EACH MONTH BY
HUOTT PUBLISHING COMPANY
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THOMAS A. CAWTHRA *President and Treasurer*
EDMOND J. HUOTT *Vice-President*
FRANK F. LYONS *Secretary*

DEVOTED TO THE INTERESTS OF THE POTTERY, GLASS, LAMP, ART
METAL AND ALLIED INDUSTRIES

T. A. CAWTHRA *Managing Editor*
PROF. CHARLES F. BINNS *Technical Editor*

SUBSCRIPTION RATES: UNITED STATES, \$2.00 PER YEAR. ALL OTHER
COUNTRIES, INCLUDING CANADA, \$2.50 PER YEAR
25c. a copy. Back Numbers 40c. each.

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as the first forms are sent to press on that date.

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VOL. XIII SEPTEMBER, 1914 No. 3

GOOD IN AMERICA, TOO

IN England, a number of business associations are giving publicity to the following notice, which constitutes a mighty good text for the sermons of those of our American merchants who are constantly preaching "commercial fairness":

TO THE RETAIL TRADE.

The cancelling of orders placed with wholesale houses is a foolish, unwarranted, and unpatriotic action. Burdens must be borne by all and not by an unfortunate few.

In America all contracts should be lived up to, not only from standpoints of justice, but in order to give the manufacturers an opportunity to adjust their organization and production to those new conditions which the present European conflict will bring about. Certain it is that prices will not go lower and in many instances they will advance, to the interest of all.

HERE is a very sane and sober announcement published as a paid advertisement by several prominent English firms which will be of particular interest to American concerns doing business abroad and depending on England for their supplies. It will also show that a country actively engaged in war need not be upheaved commercially:

The most serious problem of the moment in the eyes of all business men is how to keep the people of this country (England) as far as possible fully employed. Reduction of staff, whether in the warehouse, the shop, the counting-house, the

workroom, or the factory, would be one of the worst evils which could befall the business community and the country at large.

We are endeavoring, in common, we believe, with other business houses—large and small—throughout the United Kingdom, to act upon this principle; but the public will realize the impossibility of doing so unless we have the support of our customers.

We have made no reductions of staff, and, with the assistance of our customers, and of those British manufacturers with whom we deal (who are concerned equally with ourselves to continue the full employment of their workpeople), we believe that it may be possible to maintain this position.

A considerable shrinkage of business, in the textile trades at all events, is inevitable to begin with, and this will necessarily entail loss and sacrifice in many directions. These evils, however, will be greatly reduced if the public realizes the fact that the best way to safety is to alter their arrangements and habits of life as little as they can, consistently with prudence and the economies which it will obviously be necessary for them to practise in present circumstances.

It is not our intention, therefore, to make any change in our usual autumn arrangements, except in so far as the present war may render it impossible to deal with certain European countries.

We have already had assurances unmasked from customers and manufacturers alike which lead us to believe that in this endeavor we will be warmly supported by both.

SOBER judgment is discounting largely the immediate effects and results of the European cataclysm. Business and all commercial activities are squaring themselves more or less easily and satisfactorily to the inevitable conditions brought on by such a conflict. The disrupted markets of Eurasia have enforced production and manufacture in neutral countries where such operations have been unprofitable heretofore. And all concerns are hastening to adapt their working machinery to the new edicts of supply and demand.

Naturally, it will take some little time, perhaps considerable trouble and expense, to seek out and form new business affiliations and open up satisfactory channels through which much needed supplies may be secured. But it is quite certain that fresh connections, even though temporary, can be obtained, profitable alike to all concerned.

Europe, in the past, has produced many goods for the American market, and very true is this of raw and auxiliary supplies, but even at this early date we have discovered numberless concerns in our own country, and in neutral countries, who are capable of turning out similar products, which in lieu of better grades will meet present requirements. If at some future time American manufacturers desire to return to foreign markets, there is no law against so doing, but we venture to predict that once domestic supply houses gain a footing in patronage they will continue to hold it for causes of merit.

Importing concerns, for obvious reasons, experience the most influence from the existing conflict; but, in general, they are quite optimistic and report a "stay by the ship" attitude with every intention of doing a good business. It is also gratifying to note that exist-

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A Dictionary of Ceramic Terms

A SERIES OF PRACTICAL ARTICLES GIVING BRIEF, YET COMPREHENSIVE, INFORMATION ON EVERY ITEM USED IN, OR CONNECTED WITH, THE POTTERY AND ALLIED TRADES

BY CHARLES F. BINNS, DIRECTOR OF THE N. Y. STATE COLLEGE OF CERAMICS.

Note.—In every trade, business or industry there is a special vocabulary which is understood only by those who have intimate acquaintance with some branch or department of the work. This is, of course, necessary and unavoidable. Even words in general use will acquire a special meaning when they are frequently applied in a particular way. In order that the readers of this journal may be made acquainted with the meaning of some of the words used specifically in ceramics it has been thought well to take a number of these, not necessarily in any particular order, and to explain them in a non-technical way. We will be glad to receive inquiries as to the meanings of words and in answering these this page will be made the more helpful.—Editor.

BODY.—A term applied to the substance of a clay as apart from the glaze. It almost always refers to a pottery which consists of a compounded mixture of materials rather than of a simple natural clay. For the most part it is a manufacturer's term and is used of the clay mix or of the burned ware.

Paste.—Means the same as "body," but is used in the discussion of the features which appear in the glazed and finished ware. It is not often employed by manufacturers or dealers, but rather by collectors and critics, e. g., "The paste appears to be Kaolinic" (Franks).

Biscuit.—Unglazed pottery which is to be subsequently glazed.

Bisque.—Unglazed pottery which is not intended to be glazed. It has been burned hard enough to be non-absorbent. The soft effect of a well made bisque ware is produced by omitting free quartz from the composition. The introduction of quartz imparts an unpleasant, greasy sheen to the surface.

China.—By some authorities the names china and porcelain are synonymous, but in our opinion it is better to use them to define different types of ware. Porcelain or hard porcelain has already been reviewed. China is a ware similar in appearance to porcelain, that is, white and translucent, but made by the two fire process, whereas porcelain is a once fired ware. Under this definition, bone china and hotel china as made in England and America respectively are the best types. Strictly speaking, soft porcelain, so called, and Bel-leek would also be classified as china.

Hotel China.—This is a development of a vitrified ware produced in England during the last fifty years. It is now extensively made in this country and in

quality has superseded its English parent. Hotel china is of a good color, but not quite so white as bone china or porcelain. By transmitting light it exhibits a yellowish translucency and is, of course, perfectly vitrified. It is made by the two-fire process, but the body composition is very similar to that of hard porcelain.

C. C. Ware.—This is an abbreviation for cream colored ware. The first ware of this type was made by Josiah Wedgwood early in the nineteenth century. It was then called "Queen's ware." The term C. C. seems to be peculiar to this country and is generally used in comparison with such terms as granite and semi-porcelain. C. C. ware is an earthenware which owes its creamy color to the natural tones of the clay, whiter wares being stained with cobalt oxide which produces a faint blue tint.

Granite.—Originally, granite ware was a hard earthenware not entirely vitrified and non-translucent. It was supposed to be burned at a higher temperature than that used for C. C. and it also presented a bluish tint produced by cobalt oxide. Of late years C. C. and granite have merged into each other, so that they are practically indistinguishable.

Semi-Porcelain.—With this term may be grouped others such as opaque porcelain, vitreous, semi-vitreous, etc. The names do not amount to anything. They are placed on the wares simply at the caprice of the manufacturer who desires to convey the impression that the ware bearing the name approaches porcelain in its quality. Without the stamp no one can tell the difference between such wares as bear these names. Some are more vitrified than others and some are a better color, but there is no connection whatever between name and quality.

Vitrified.—This is an adjective rather than a name. Any ware is said to be vitrified when the body, as distinct from the glaze, is impervious to water. The word really means "like glass," and while the pottery body never approaches glass in such a quality as transparency, it may be nevertheless just as impervious as glass is. When a ware reaches this condition, it is vitrified. Vitrification is produced by the flowing of the feldspar contained in the body under the influence of intense heat. Some clays being of fine grain will vitrify more easily under the influence of feldspar

than other clays, but pure clay will not become vitreous at any reasonable temperature.

Earthenware.—Strictly speaking, of course, all wares made from clay are earthenwares, and the form was first used to designate any kind of pottery because at that time there were practically no variations. When china and porcelain came to be manufactured the white wares of cruder construction retained the name of earthenware. This term is now reserved to white or whitish ware of earthy fracture, porous as to body and covered with a transparent colorless glaze. A good many fancy names (see semi-porcelain) have been applied to earthenware and the line of demarkation between earthenware and vitrified ware is very dim. It may, however, be determined by the presence or absence of porosity.

Faience.—This is a French word which was originally applied to the ware made in Nevers by a potter who came from Faenza in Italy. This derivation is of no more than casual interest because the word has become naturalized and now refers to any pottery of an ornamental character, not including porcelain or china.

Majolica.—This word also has a historic derivation. In the fifteenth century Spanish pottery was exported by way of the Mediterranean ports and largely from the island named Majorca. From this location the name arose, but it has since been applied to the Italian wares which were similar in technique to those made in Spain. Thus, the terms Spanish Majolica and Italian Majolica are now in common use, though it was the latter production which drew the attention of the world to its quality. The ware consists of a common body frequently colored by the use of impure clay, coated with a soft glaze, which is rendered opaque by a mixture of tin oxide. This fact has given rise to the name Stanniferous or tin bearing as applied to the glaze and sometimes even to the ware. Originally both Majolica and Faience were the same type of ware and in strict usage Majolica would be considered as a member of the Faience class, that is, if the term Faience be used to include all glazed pottery and the term Majolica be used for pottery glazed with an opaque enamel, obviously the greater will include the less. Majolica is not now manufactured outside of Italy, but in that country it is still being produced by several large houses.

Delft.—As a development of the enameled wares produced in Italy, there arose in Holland a type of ware which, while similar in technique to the Italian, came very extensively under the Chinese influence which it met in the low countries. The Dutch were at that time the most enterprising merchants of the

world and they brought the treasures of the East to the knowledge of Europe. A manufactory of enameled ware was established at Delft, in Holland, and from this little town the name became identified with the type of ware. The Delft potters confined themselves to conventional decorations, with some use of monochrome painting. A great deal of the ware was finished in blue only, so much so that the term Delft is considered by many to be synonymous with blue and white. Certain other colors were used, however, noticeably a rich, deep red and sometimes a green. These, however, were confined to the conventional forms which were borrowed from the Chinese. There is also a ware known as English Delft, the knowledge having been taken to England by a Dutch potter of the seventeenth century. It is similar in technique, but scarcely equal to the Dutch production.

(To be continued.)

How a Retailer Loses Money

(Continued from page 15.)

date business man has gotten into the way of considering that cost is divided into two parts.

The first part of the cost is the price which he pays to the foundry, or jobber, or source of supply. The second part of the cost is the amount that it costs him to handle those goods.

For example, if he is doing a business of \$50,000 a year and it costs him \$10,000 to run his business, then he is doing business at a cost of 20 per cent. Hence the cost, for example, of a barrel of apples would be \$1, which he paid the jobber, and the 20 cents which it cost him to handle that barrel of apples. Hence, if he were asked how much the barrel of apples cost him, he should, without moment's hesitation, say "\$1.20."

If he figures any other way, he will be led into selling his goods below cost. It is a common fault of merchants to cut prices below what the goods actually cost them, simply because they have gotten into the fallacious habit of looking upon the first cost as the whole cost. This is one of the reasons why so many merchants fail.

If a dealer feels that he must have 8 per cent. profit for himself, and does \$50,000 per year, and it costs him \$10,000 per year to do that business, then he should charge \$1.28 for the barrel of apples—\$1 for the first cost, 20 cents for the second cost, and 8 cents for his profit. If he sold the apples for \$1.19 he would not make 19 cents on the barrel, he would lose one cent. When that point is clear to merchants, they will not have so many heart-breaks when the annual "figuring time" comes.—Reprinted from "Where Have My Profits Gone?" by M. P. Gould.

Don't be lazy. There is always plenty to do in a store if you will look for it. No one ever got rich by being lazy.



Business and Personal Items About Prominent People in the Different Branches of the Trade

HINES—John J. Hines, the New York importer of French china and Austrian glassware, returned from his annual visit to his factories in Limoges aboard the *s.s. Philadelphia* last week with a fund of war-time adventures that will make the most adverse buyer give him an audience on his next road trip. Mr. Hines was in Limoges when war was declared and saw first the potteries close up, then his friends march away to the front, and finally the resumption of business at the plants.

STEWART—J. M. Stewart, whose initial trip to Europe was rudely interrupted by the war, arrived back in New York early in September. He experienced much difficulty getting out of the war zone and fortunately got out of Germany before hostilities started. He was in Brussels while the army was being mobilized and reached Amsterdam on July 31. From the latter port he went to London and came home aboard the *s.s. Columbia*.

HOOLEY—George Hooley, formerly with H. & W. B. Drew, Jacksonville, Fla., is now buying the china and glassware for Nathan Brothers, Johnston, Pa.

JENKINS—Guy S. Jenkins, manufacturers' agent, formerly located at 25 West Broadway, is now showing the lines of the American Ring Co., and Robertson Novelty Co., in new quarters in the Irving Building, 1 Hudson Street, New York.

BRONNUM—Emil C. Bronnum, of the Royal Copenhagen Porcelain Works, Copenhagen, Denmark, is expected at the New York office this week on his annual visit to the American trade. It is expected he will bring the new sample line with him.

BOOTE—Edward Boote, accompanied by his grandson, who have been visiting in England for some time are expected to sail on the *s.s. Olympic* Wednesday September 16. Mr. Boote has his passage booked on this ship and as far as known has experienced no difficulties abroad.

GAERTNER—Rudolph Gaertner, head of one of the largest color and decal import houses in this country, is somewhere in Austria-Hungary, according to the last reports. He is a veteran of the Austrian army, and no fear is expressed that he will be impressed into the service, his United States citizenship papers having been forwarded to him sometime ago.

THEILER—E. R. Theiler, the New York representative of Villeroy & Block, Mettlach, Germany, arrived home from his annual visit to the potteries on the *s. s. Ryndam* early this month. Mr. Theiler was at the factory when the war broke, but experienced slight difficulties in reaching Holland.

SCHOENTHAL—Lee Schoenthal, for the past year or so china and glass buyer for Gimbel Brothers, Philadelphia, Pa., and previous to that connected with their New York store as assistant to John Ling, has been engaged to succeed David Saunders, who will retire from his position as buyer for Mandel Bros., Chicago, January first.

SAUNDERS—David Saunders, for a number of years buyer of china and glass for the big department of Mandel Bros., Chicago, Ill., has tendered his resignation in order that he may devote his entire time in the future to his realty holdings in Canada.

KERR—Charles L. Kerr, well known in lighting glassware circles, has engaged with the Lensed Electric Shade Co., New York, and will represent them on the road in the future.

BLOCH—Henry Bloch, of L. D. Block & Co., New York importers, was one of the early arrivals from Germany. He succeeded in catching the last boat train and came over aboard the *s.s. France*.

MILLHAM—Frederick T. Millham, for a number of years secretary of the Plume & Atwood Mfg. Co., Waterbury, Conn., died at his home in that city the latter part of August, after a long siege of typhoid fever. Deceased was forty-five years old.

SMITHSON—E. S. Smithson, formerly sales manager of the Western Stoneware Company, has resigned his position to engage with Ransbottom Bros., pottery, Roseville, Ohio. He will have charge of the entire territory west of Indiana, with headquarters in Monmouth, Ill.

O'CONNOR—T. J. O'Connor, associated with the china and glass department of W. & A. Bacon Company, Boston, Mass., died at his home in that city early in the month following a short illness. Deceased known to a wide circle of friends in the crockery trade and was at one time with both the Henry Siegel Co. and Jordan, Marsh Co.

BAER—Julius Baer, of Louis Wolf & Co., New York and Boston, returned from abroad early in the month on the *s. s. Rotterdam*.

KUPPER—Herman C. Kupper and Mrs. Kupper have returned from the war zone after being held up in Switzerland for a while. They came home on the *s. s. France*.

TOMBY—B. Tomby, the New York importer, has wired his New York office that he is now in Rotterdam and would sail for home at an early date.

Merchandise and Its Proper Display

(Continued from page 9)

an open-back window means that the same items of merchandise will look a hundred per cent better and actually suggest how they can be used to advantage in the home.

There are, of course, an endless number of suggestions that can be made that will help any one in his window work. First of all, the window glass and in fact every part of the window should be kept absolutely clean. Great care should be given to the smallest detail of the window. As an illustration, let me cite the case of a window I saw just the other day in a furniture store. The floor had been covered with linoleum so poorly laid that it was the worst kind of an advertisement for the efficiency of the linoleum department of the store.

The construction of the window is very important, because, if it is not frost proof, it will mean that the displays will not be seen many days and probably many weeks during the winter. On account of poor construction, many windows reflect more of the outside surroundings and show very little merchandise. This practically makes your window useless part of the time, and this fault should be overcome as soon as possible. How to do this is the question. The reason the plate glass shows reflections is that the win-

dow is darker inside than it is outside. You will find that by studying this problem you should be able to make the inside of your window as light as it is out of doors and thus overcome the reflections entirely.

This can be done by taking out the false ceiling just back of the transom bar if you have one. Or it may be your backgrounds are too dark and need a light colored covering. Another very important phase of window work is that of window lighting so that the goods will be seen to advantage at night as well as in the day time. By taking this matter up with your local lighting company you will be able to procure especially designed window reflectors that concentrate every bit of the light on the display itself. The element of color combination is so important in window work that all window trimmers should make a special study of the subject. As a general rule, the fewer colors you use in a window, the more attractive it will be. Considering the fact that the half-dozen or more books that are already published on this subject do not in any way attempt to cover it fully, we can hardly hope to do more than touch on the subject, but I believe that we have at least given you the one big fundamental principle that is most important in all window work, and that is "Show your goods as they will appear when in use."

ENGLISH STORE HOLDS RECORD SALE

JUST prior to the war Harrods, Ltd., a big London retail house, broke into the London daily papers with a four page advertisement announcing their annual Summer Sale, and consequently set a record for retail advertising and sale results. In the six days from Monday to Saturday more than 500,000 transactions were recorded, and more than \$1,100,000 worth of goods changed hands.

To meet the rush anticipated, 1,000 extra saleswomen were engaged, making a total of 7,500 employees. In the postal department sixty skilled men and youths were busy all day with the mail while the sale was on. One morning's mail contained 18,000 letters. In the shipping department 300 men were busy all the week in double shifts, working night and day. On Saturday night twenty-eight trucks loaded to the doors with goods were sent away.

During the week country customers received more than 55,000 consignments, a gain of about 500 per cent. over last year. The greatest sales were reported in the fashions and drapery departments and goods in the furnishing department required for immediate wear. According to the managing director of the store, one assistant in the course of a single day sold by the yard \$2,000 worth of goods in the material department, and her commission for that day was \$25.

The number of purchases made on the first day of the sale was 100,000.

In the New York Market

A Description of Seasonable and Staple Novelties That
Have Lately Made Their Appearance and Where
to Get Them



BUYERS from every section of the country have been in the New York market during the past month, and there is every reason to believe that the European war, instead of being detrimental to the pottery, glass and lamp trade, will be a grand stimulant. Even the importers have done a splendid business with their stock goods, the retailers taking everything to cover possible shortage on their import orders. Domestic pottery representatives in New York are being favored with orders from firms with whom it has been almost impossible for them to do business with in the past. An instance of the rush to stock domestic pottery is the statement of a prominent pottery representative that he had sent his factory orders for one hundred and sixty dinnerware sets, which he had secured in a single forenoon.

* * *

An interesting and attractive addition to the tableware lines of the Fostoria Glass Company was recently placed on display by John Nixon, the firm's New York representative. The new line consists of a hand decorated floral pattern on a wide variety of blown and pressed table pieces, the decorative treatment being after the Dresden style. All the pieces have a coin gold edge and band. The design is a dainty rosebud in a delicate pink and there are just enough of them to give the ware a distinctive individuality. Included in the assortment shown are various sized nappies, fruit dishes, sugar and creamers, iced teas, water jugs, cheese and cracker plates, cake plates, etc. The flat pieces have a star bottom.

* * *

Bates & Ledden have taken the New York agency for the table-tumbler line of the Macbeth-Evans Glass Company, and are now displaying the complete line of plain, decorated and cut tumblers manufactured by this company. The cut samples show pleasing light cut patterns in floral and grape designs, while the stamped enamel, etched, silver and gold tumblers carry

floral, banded, Grecian key, and conventional designs. It has been remarkably successful and is already a valuable acquisition to the lines on display at this show room. In the near future the Macbeth-Evans Company will bring out a line of fancy glassware, such as bowls, vases, jugs, etc., which will also be shown by Bates & Ledden.

* * *

The Duncan & Miller Glass Company continue to add to their silver band Old English optic tableware line, Paul Joseph, their New York representative, now having a handled and footed iced tea, violet and a nasturtium vase with flare edge and several other new pieces on display. The line is an adaptation of the early English tableware and its unique yet practical shapes have taken well with the trade.

* * *

Merchants who are still short on their fancy foreign china stocks can still find well-balanced and assorted collections at the various import houses. The sample line of John J. Hines is still intact and is comprised of a strong assortment of breakfast, chocolate and tea sets, gold encrusted service plates, and many attractive novelty pieces.

* * *

The new "Guernsey ware" pieces, the first produced under the new leadless glaze process, have been placed on display at the local showrooms of the Guernsey Earthenware Company, West Twenty-third Street, and have occasioned much comment on the evenness of the texture, smoothness of the finish and the beautiful new brown of the outside coloring. The ware is a little lighter in color than the old product and the interior whites are clearer. They are displaying a series of household sets, consisting of ten pieces, that have taken remarkably well with the trade. Sets of this kind appeal particularly to the family trade, for what housewife is there who does not desire to have at least a few pieces of "Guernsey ware." The line

has been materially increased by the addition of many new pieces, all of which are now being shown at the New York showroom. A line of decorated goods, particularly tea pots, will be shortly brought out by the Guernsey Company. These will follow after the most successful English designs and should prove a valuable addition to the line. With the immense capacity of the new plant the company is now in a position to produce any kind of cooking and baking ware, plain or decorated, that the trade may demand.

* * *

One of the strongest selling novelties that has been brought out this season, and for which there is a constantly increasing demand, are the miniature Japanese gardens. So great is the popularity for these quaint little sunken gardens, the construction, arrangement and completeness of which tends to excite great rivalry among the amateur garden builders, that Mogi, Momonoi & Co., 25 Barclay Street, New York, importers of Japanese china, pottery, art wares, etc., have already developed a remarkably large business in this specialty. The commercial part of this interesting garden building art lies in supplying the basin, and the miniature houses, bridges, animals, trees, birds, fishes and numerous other accessories that tend to complete the display. Many of the larger stores and art shops are already showing completed gardens, which besides being a splendid advertising display are being sold at prices ranging from \$1.25 to \$15.00.

The possibilities of the miniature gardens are practically unlimited for the live retailer. It is certain that the first dealer in the smaller towns, especially, to show these goods is going to create a sensation among his trade who are seeking novelties or are interested in them. They are interesting from a novelty standpoint. They are interesting from the construction feature and they are practical from the standpoint of decoration and ornamentation.

There is a big profit in the little novelties which enter into the construction of the miniature gardens, and it is a feature that is not likely to die out for some time. The complete gardens are not so cheap that the price will kill them, and the introduction of the smaller sets only creates a desire on the part of the customers for a more complete garden.

Small figures which retail for five cents may be purchased wholesale at 20 to 40 cents a dozen, and other articles up

to \$3 or \$4 a dozen are to be had. The more expensive items are the tea houses, pagodas, temples, boats, shrines, and larger pieces. Pretty gardens are to be built without the expensive pieces when the figures selling at 5 to 15 cents go to make up very complete sets.

The display of porcelain basins and dishes at the showrooms of Mogi, Momonoi & Co. is complete in every way and the enterprising dealer will find an assortment of accessories that will amaze him. Full directions for assembling and building the gardens are furnished by the importers.

* * *

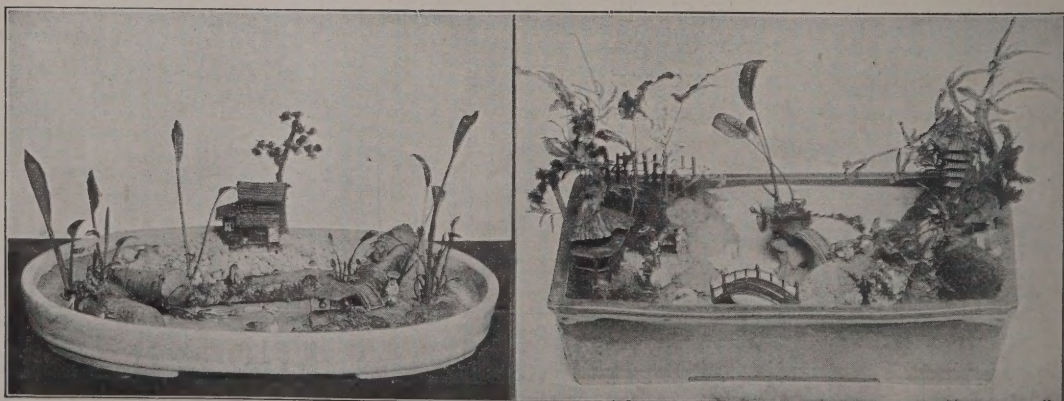
A beautiful new cutting has been added to the already well assorted line of floral patterns of the United Cut Glass Company, the "Pond Lily" in combination with a butterfly being the latest. This new design is splendidly executed. The entwining leaves of the pond lily require skillful work on the part of the cutter as does also the finely feathered wings of the butterfly. A hob-nail cutting is used in the flower centre. This new cutting is shown on a finely assorted line of large pieces, consisting of a globular shaped footed rose jar, a twelve-inch rose bowl with mesh top for cut flowers, comports and electrolier. The "Crystal Rose," a patented design of the United, is also shown in a wide variety of new shapes.

* * *

Some exceedingly clever adaptations of early English dinner-ware patterns have been added to the display of English earthenware shown at the salesrooms of Edward B. Dickinson. The line, while moderate in price, is remarkable for its glazing and decorations, the "Cameo," a delightful gray-blue border decoration with gold tracery on the handles, being one of the new dinner-ware additions. They are also showing a fine line of fancy pieces with pierced borders carrying British sceneries engraved from real Devonshire plates dated 1850.

* * *

Economy is wealth; so it has been said. But let us add that too much money is poverty.



Two interesting Japanese gardens, showing how the work of the Japanese artisan may be reproduced in miniature

News from the Potteries

DOMESTIC POTTERIES NOT AFFECTED BY WAR

EAST LIVERPOOL, O.—The fears expressed by many of the western pottery manufacturers early last month that the war abroad would cause a shortage of clay and materials have been definitely set at rest. American pottery manufacturers using foreign clay have received notification that the price of all imported clays have been advanced \$1 per ton, the new rate being effective immediately. This increase is not placed upon the commodity within itself, but has been caused by an increased ocean war rate. The English mine owners have not advanced the price of their clays.

From present indications, there is enough English and imported clays in the western pottery district to last for months. Several hundred tons are said to be available in the East Liverpool district alone.

There is also an excellent china clay found in the south.

Concerning colors, several American manufacturers are reporting an increased business, and it is reasonable to believe that this new trade will be retained by the domestic color plants after peace has been declared. It has been pointed out that American colors are equal to many of those made abroad, but the "rule of the thumb" has prevailed, and the pottery manufacturers have used foreign materials because their forefathers did. However, this plan is being disposed of, and more American clays and colors are being used today than ever before.

* * *

Tulsa, Okla.—The report is current that P. S. Edwards, of Hot Springs, will shortly locate an art and commercial pottery in this city. The new plant will cost in the neighborhood of \$10,000 and will give employment to about fifteen art pottery workers. They will also manufacture art tile, mantels, etc. Mr. Edwards is the manager of the Ozark Art Potteries and has spent much time in Tulsa looking over the situation and selecting suitable ground.

* * *

Cambridge, O.—The new section of the Guernsey Earthenware Company's plant here has been placed in operation, clay being made in the slip house for the first time on August 5.

The new plant consists of the department 36x350 feet, bisque kilnshed 44x200 feet, glost kilnshed 40x360 feet, stock room 80x290 feet. All the other departments are in proportion, and provide the Guern-

sey company with one of the best and most modern potteries in the country.

The Guernsey company is the largest exclusive earthenware cooking ware plant in the world. The European war has nothing to do with the company's supply of clays and glazes. Particularly the glazes for the Guernsey company stands by itself, it having recently developed a leadless glaze.

* * *

Grafton, W. Va.—The machinery for the new pottery plant recently erected here has been tested and proved to be in good working order, and claymakers have already started to work. Within a week or two the ware will be coming through and another pottery will be added to the active list in America. The company will make dinner ware and it is reported to have already marketed a sufficient quantity of goods to give the force a good working start.

* * *

Mount Clemens, Mich.—Charles Boll, general manager of the Mount Clemens Pottery Co., has gone on record to the effect that the new pottery will be making ware by October 1. Slipmakers have been busy for sometime past, as have also a force of mould-makers. The new plant is one story in height, 650 feet long and 150 feet wide.

* * *

Columbus, O.—The remodeling of the Chaseland pottery at Columbus, Ohio, by the George F. Brunt Tile Company, has been completed. Much new machinery was installed and operations were started at once. This company was formed by George F. Brunt, of East Liverpool, Ohio, after his electric porcelain plant here was taken over by the General Electric Porcelain Company. The latter company has transferred all its manufacturing operations to a mammoth plant recently completed and placed in operation at Parkersburg, W. Va. All kinds of tile, so it is said, will be made at this new Columbus plant, it being the only one in that part of the state. ?

There may have been a time when booze was considered an aid to business. If so, it's ancient history now.

When you begin to show the goods of the new season, don't show them in so nearly the same way you did the old stock that no one will know you have anything new.

Among the Glass Houses

Short Notes of Activities at the Different Factories.

TRENTON, N. J.—The largest flint mill in the world will be in operation here in a few weeks. It is being constructed by Thomas H. Thropp, and will have a capacity of 750 tons of finished product a week. The specialty of the mill will be pure white spar, which is said to excel the prized Norwegian spar, and will enable the Trenton potteries to produce a finer grade of ware.

* * *

Monaca, Pa.—The work of rebuilding the Phoenix Glass Co.'s plant continues rapidly. The lower end of the factory is being gone over and the whole arrangement is being changed materially. Several new stacks have been erected and in anticipation of the increase of labor and capacity, several families are returning to Monaca who went to Washington, Pa., some years ago, when the Phoenix operated the branch plant at that place.

* * *

Charleroi, Pa.—The Keystone Cut Glass Company is now located in new quarters which they will share with the Charleroi Decorating Company; a new concern. The cut glass company makes a specialty of small cut glass tumblers, lighting glassware and other specialties. They employ a force of about forty men. The decorating company are at present putting out a line of hand-decorated shades and globes and have about forty employees.

* * *

Barnesville, O.—The Lotus Cut Glass Company has awarded the contract for its new factory building in this city. It will be a two story structure of brick and tile and is planned along the most modern factory construction lines.

* * *

Columbus, O.—The Central Ohio Art Glass Co., of this city, was incorporated recently with \$1,000 capital stock. The incorporators are E. P. Mader, N. P. Leindecker, James B. Yaw and K. S. and M. G. Mader.

The Dawn of a New Opportunity

(Continued from page 16)

ing prices, for the most part, will prevail on imported merchandise already in the country and that changes will only be effected when made imperative by the high rate of war insurance.

Recognize, too, that a large percentage of goods must come from the war zone, even from those states most actively engaged. Germany has a population of over sixty millions of people, and with only three mil-

lions at the front what are the remainder doing? The inference is obvious, and it is quite natural to look for shipments from those firms whose business in the past has been mainly export. Economic requirements make this inevitable, for a non-producing country cannot be taxed for war purposes.

Then, too, imported goods are brought into America for American consumption, and whatever shipments arrive here will find a ready market.

There is still this further consideration: importers, in conjunction with all domestic firms, will be given a wonderful opportunity, within the next year, to develop and enlarge their business in ways hardly thought of before, and to increase many fold the extent of their operations. It is the hard but true law of the world that one country's loss is another country's gain, and this time America is the most favored nation.

GOOD OPPORTUNITY FOR WHITE CHINA MAKERS

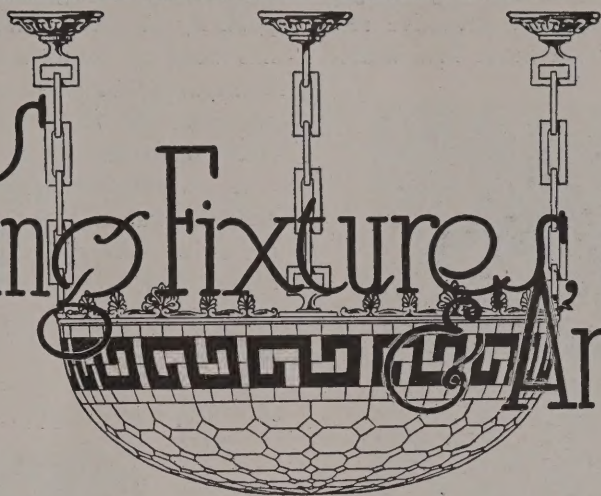
THE conflict abroad has opened the way for American enterprise in many lines, and in the pottery and glass industry there is an unusual opportunity now for the domestic potter who will manufacture a satisfactory grade of white china for decorating purposes. The war has, temporarily at least, paralyzed the white china business of Germany, and it will doubtless be many months, perhaps longer, before the return of normal conditions.

American potters have now an opportunity to test their ability to supply the demand for these goods. Competition will be slight and the demand enormous. Imported white ware has held supreme in this country for many years and no serious endeavor has ever been made to get a share of the business.

The situation is unique in commercial life—a market of over one hundred thousand consumers in this country and Canada, with a constantly increasing list, stands ready for the American manufacturer. Thousands of retail china and glass stores and departments, art shops, etc., have special departments catering to the wants of the china painter. Their stocks have run low, in some cases being entirely depleted, and they are taking everything the jobber and importer can find in their fast emptying bins. The time for the American potter to strike is now. With a line of shapes that will appeal to the decorating trade they will be able to secure and retain this trade. Several have signified their intention to experiment in the movement and there is no doubt but a very desirable line of white goods will soon be ready for the trade. This magazine will be glad to answer to the best of its ability questions regarding this matter from any manufacturing potter asking for the information.

The store that buys carelessly will never be a big money maker for its owner. Successful selling is dependent on right buying.

Lamp Lighting Fixtures, Shades & Art Metal



BUYING has been brisk and of considerable volume in the Eastern lamp markets during the past month and there is every indication to believe that the fall business will show a greater increase. Many of the large foreign factories, especially those in Belgium and northern France, have been put out of business, while the German and Austrian goods are shut off from the American market, temporarily at least. With the field to themselves, domestic lamp manufacturers, particularly those catering to the high class trade, will undoubtedly make a strong effort to capture the business that has been going to the foreign manufacturers. Many new and original designs have been introduced this year, and the artistic as well as utility end of the lamp trade has received much more attention than formerly. Period designs have appeared on even the cheaper pieces and many of these plain but carefully designed portables have been strongly favored by the buyers. The lamp trade offers unlimited opportunities to the retailer and manufacturer alike, the popularity of the semi-indirect system of lighting causing many of the glass factories to devote their entire time to the production of lighting glassware.

* * *

Antique brass finishes in both the metal overlay and glass shade portables, Colonial gold and their statuary bronze continue in favor with the purchasers of Weidlich Bros. Mfg. Co. line of portable lamps shown at their New York showroom, 200 Fifth Avenue. One of the strong features of this line is that it is not confined to any one type of lamp, the ornate

overlay shade, the hand-painted and deep etched glass shades each being produced in a variety of shapes and designs. Particular attention has been given to the manufacture of desk and boudoir portables, with the result that they are now showing one of the most evenly balanced lamp assortments in the New York market.

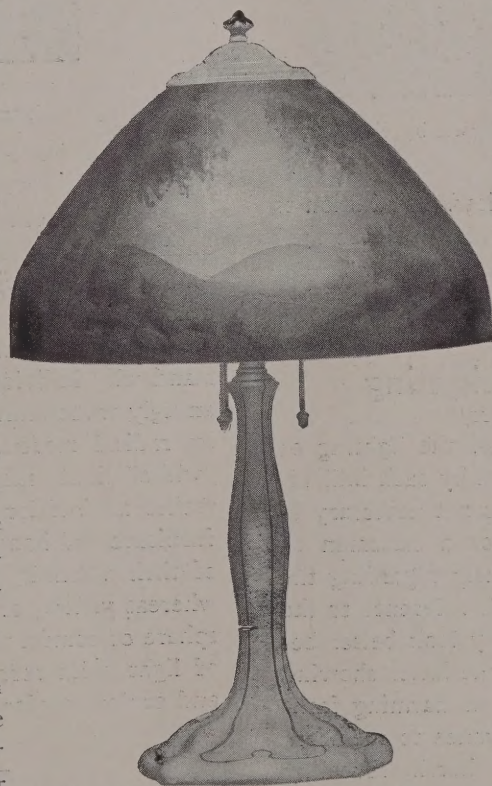
* * *

John Nixon, the New York representative of the Fostoria Glass Company, is showing several new patterns in portable oil lamps from this factory, all suitable for use in parlor, living room

or library. Despite the popularity of gas and electric portables, the oil lamp still enjoys a steady sale. Of course, the country trade are the heaviest purchasers, but even in New York City the parlor oil lamp is in strong demand. The new patterns are the Columbia, a twenty-seven and a half inch lamp with twelve-inch fringed shade, base and shade decorated with a rose and snowball design; the Weldon, a slightly shorter lamp decorated in a yellow and red rose design, with yellow fringed shade; and the Hampton, twenty-eight inches high, with a twelve-inch shade. The Hampton is shown in two decorations: a peonie and rose on a green tinted ground, with green shade fringe, and a yellow and blue tinted floral design with yellow shade fringe. The new lamps are abundant light givers and have an attractive homey aspect that is inviting.

* * *

Malone and Nicholson are showing a number of new semi-indirect ceiling dishes from the Eagle Glass



One of the Attractive Electric Portables in the Line of the Weidlich Bros. Mfg. Co.

Company, the principal decorative motif being a large tulip. This has been worked into an attractive relief ornamentation. The dishes are made in delicate



One of the New Electric Portables Shown by the Fulper Pottery Company.

tints of green, orange, blue and yellow. In addition to the above, they are showing a line of hand decorated boudoir portable shades and single light shades in pretty floral and conventional decorations.

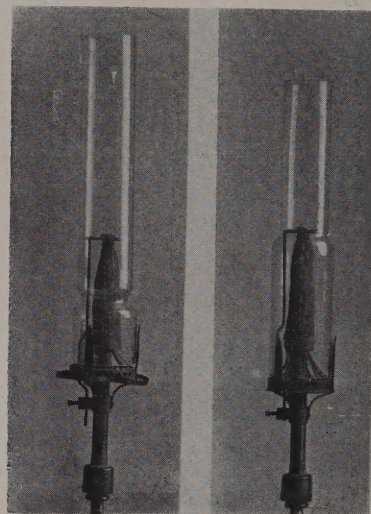
Proper Lamps and Lighting

(Continued from page 11)

This question of color of light for the lighting of residences is one which can be settled by each individual to his own satisfaction, and it is not necessary to call in an Illuminating Engineer, or a salesman of electric lamps, to expound ponderously regarding the superiority of *his* wares. First, with reference to the effect of light on human beings, they look better beneath an amber light than a white, the latter showing up wrinkles and facial blemishes in an alarming fashion—a condition of particular annoyance to members of the fair sex. Indeed, it is this harsh, revealing quality of modern lights which has necessitated and caused many ladies “to do something” to improve their complexions against the ravages of the *white light curse*, which is no respecter of age. And since very few women can improve nature artistically, and

since all reasoning is by comparison, this white light publicity of the manufacturers of electric illuminants has been an important factor towards encouraging immorality. A statement which cannot be denied by any one who has studied social conditions, and the status of artificial lighting collectively.

It is hardly necessary to devote even this amount of time in warning the dealer or those interested in the *beaux arts* against this white light curse. It is superfluous to tell them to try the experiment of standing before a mirror and placing a sheet of amber paper, silk or glass over the light which illuminates their features. It is only those devoid of refinement, and incapable of appreciating pictorial value who can



Dr. Von Welsbach's original incandescent mantles, 1887.

aver a preference for a light which despoils an interior of all its warmth, feeling and pictorial value. As apparel oft proclaims the man, so does the lighting of an interior express the esthetic taste of its occupant, and one has but to visit the homes of Illuminating Engineers, and view their gross disregard for every consideration which the decorator holds sacred, to understand why individuals of this negative type have left an ugly trade mark on lighting which must be effaced by radical measures. The decorator knows that a “white” light, such as obtains from a Mazda lamp, makes an interior appear harsh, garish, and robs all furniture and hangings which are red, brown, or gold, of their warmth, making them appear flat, and cold, whereas yellow, or amber, immediately gives an atmosphere of comfort and repose. So much for the color of light, with reference to the lighting of residences and ocular comfort.

To be continued

A man may succeed in business beyond his expectations, but never beyond his ambitions.

Get into friendly relations with your neighbors, even if they are competitors, and see how you can work together for mutual benefit.



From All Over the World

LITTLE NOTES OF INTEREST TO
THE TRADE PICKED UP FROM
DIFFERENT PARTS OF THE GLOBE



ONE of the European cities whose name has been seen in war despatches quite frequently is Warsaw, in Russian Poland. Warsaw has long been known as one of the leading glass producing cities of Europe, and according to a recent report of Consul Thomas E. Heenan, the glass industry was fairly prosperous last year. There are sixty factories in Poland giving employment to upwards of 6,000 workers and goods to the value of \$4,000,000 are produced annually. The ware manufactured is largely of the cheaper grades, the better class of glassware still being largely imported.

* * *

Bordeaux, now the temporary capital of France, is a port of export and during the past year considerable quantities of porcelain have been sent abroad. The principal countries of consignment were Great Britain, Brazil, Uruguay and Argentina.

* * *

Kiukiang, China, exported 29,868 cwts. more chinaware in 1913 than it did in 1912, the total figures being 81,874 cwts. in 1913 and 52,006 cwts. in 1912. The chinaware is distinguished in the customs returns under the headings of coarse and fine. In 1913 the export of the coarse ware amounted to 48,207 cwts. and that of the fine ware to 33,667 cwts., the excess of coarse ware thus amounting to 14,540 cwts. The chinaware is turned out at the famous porcelain factories at Kingtehchen, in Kiangsi, and is brought down through the port of Jao Chou, on the Poyang Lake, for shipment at Kiukiang into steamers and junks. About one-half of the increased export of chinaware was due to the stoppage of an overland traffic from Jao Chou to Canton, with the consequent diversion of the traffic by the Poyang Lake rout to Kiukiang, and the balance to accumulated stocks at Kingtehchen, the place of manufacture.

* * *

Owing to the unstable conditions surrounding production and export of commodities from European countries to Honduras, there will undoubtedly be an increasing demand for American goods in that coun-

try, says Consul J. A. Gamon. The immediate demand will be for those articles which Honduras has recently been drawing from Europe, and it is believed that such articles as crockery and enameled ware will show the logical field of endeavor for the American exporter.

Importations into Honduras for the fiscal year 1912-1913 from the United States amounted to \$3,463,662 gold; from England and colonies, \$751,651; Germany, \$558,327; France, \$148,280; Spain, \$45,857; and Italy, \$32,842.

According to the customs authorities Germany largely increased its exports to Honduras during the year 1913-14, though figures for this period are not yet available. England and its colonies are classified as one and no separate figures for the United Kingdom are to be obtained at this port. The customs authorities state that the leading article purchased from England, in the order of their importance, are cloths and fabrics, crockery and enamel ware (medium quality), from Germany, crockery and enamel ware (cheap grade).

Local merchants and importers say that, owing to the disturbed conditions, there will undoubtedly be a falling off in the importations from European countries.

* * *

In a report on the trade of Australia during 1913, just published, the British Trade Commissioner remarks that there has been a considerable increase in the imports of earthenware, cements, china, and glass, and that the British percentage proportion has declined by about $5\frac{3}{4}$ per cent. between 1910 and 1912, while the German proportion has increased by more than $5\frac{1}{2}$ per cent. Dealings first with earthenware and china, the British percentage proportion averaged nearly 84 per cent. in the period under review. Reviewing parian and porcelain ware, on which the same duties are payable, the British percentage is much lower, having averaged only about $37\frac{1}{2}$ per cent. with a tendency to decline. The chief competitors of the United Kingdom are Germany, Austria and Japan.

Putting in a Cost System

(Continued from page 12)

The man power, without which a system is simply an inert machine, had not been considered.

Managers frequently go at this phase of the question in a way that leads to needless loss. At the bottom every American workman is of the right stuff. That is not sentiment or patriotism; it is a plain statement of experiences.

When you throw aside your general managership and get down on the floor and talk to these men as man to man, you can generally get them into line with almost any plan of betterment. It is a formal stupidity like this that makes it easy to form unions and call strikes:

"On and after this date every workman in this factory will be put on a piece-work basis, as per schedule in the hands of each foreman. By order of the Company,

"JOHN JAMES SMITH,

"General Manager."

Go back over the labor troubles in your district and you will find a number dating from just such if-you-don't-like-it-get-out orders.

Such orders come from a man who fails to realize that every machine he has in his factory, every part of his product, every sale he makes, every dollar of his investment, depends for its efficiency on a man.

Contented men give a better result than mere men.

Enthusiastic men give a better result than merely contented men.

Men with pride in their work, with enthusiasm in their blood, and loyalty in their hearts can whip the world.

That sounds like sentiment. So it is—but the stuff that rules the world certainly has a place in ruling a business.

When you get down to the men, show them that you trust them; tell them what you expect them to do, and that the system of costs is simply to protect them and you and your stockholders. You wish to place responsibility where it belongs, and will pay for it in proportion to its value to the company. Most of them will try to deserve responsibility, and you'll find it pays to get rid of the others.

(To be continued.)

The man who sits back and waits for fate to make him great will never get above the first rung of the ladder.

It's the way a man sticks to a thing that marks him as a success or a failure. Many a fellow has won out at the eleventh hour because he wouldn't let go. Don't be a quitter.

You can enter into no better partnership for the purpose of building up a greater business than one with Good Advertising.

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President-Treasurer, Thos. W. Rowe.
Vice-President, Wm. J. Croke, Toledo, O.
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Assistant Secretary, D. J. McGrail, Toledo.

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Vice-President, John Nixon.
Secretary, Joseph F. O'Gorman, New York.
Treasurer, George Hamilton, New York.

WESTERN GLASS AND POTTERY ASSOCIATION.

President, W. W. Lang, Cleveland, O.
First Vice-President, H. L. Dixon.
Second Vice-President, W. J. Patterson
Secretary, J. G. Kaufman.
Treasurer, Robert West.

JAMES E. MERRY, vice-president of the Indiana Glass Co., Dunkirk, Ind., died at his old home, Bowling Green, Ohio, last month after an illness of about four weeks duration. Mr. Merry will be missed by his wide circle of friends in the pottery and glass trade, and he had made scores of them since his first connection with the Ohio Flint Glass Co., in 1893. For the past few years he has been connected with the Indiana Glass Co.

If you have any trouble in getting enthusiastic, get out and rub up against people who are not built on the cold storage plan. Enthusiasm is contagious, and you might catch a little of it.

Don't wait until you can find time to get away before planning your vacation. Do it now.

If you are criticising a man with a view to helping him, don't go about it in a fault-finding way.

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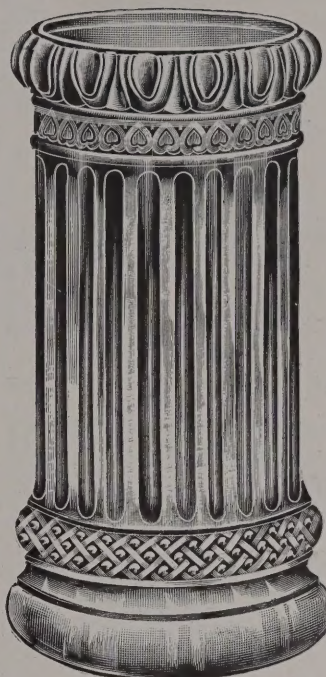
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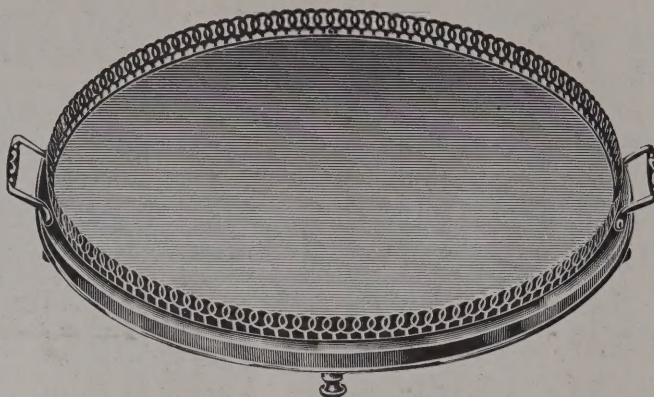
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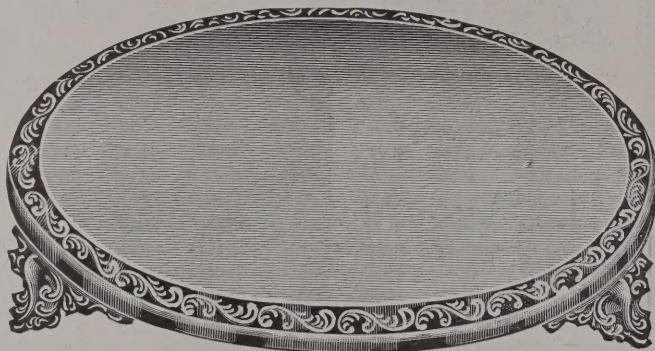


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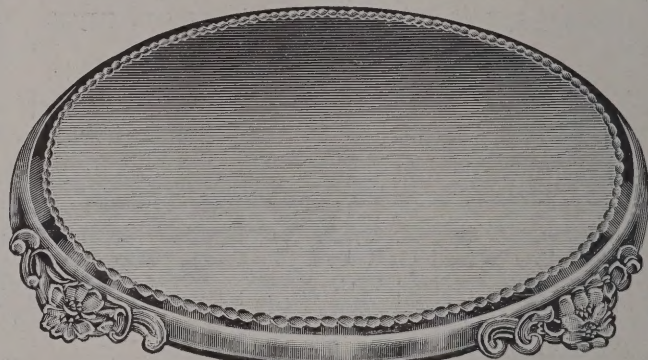
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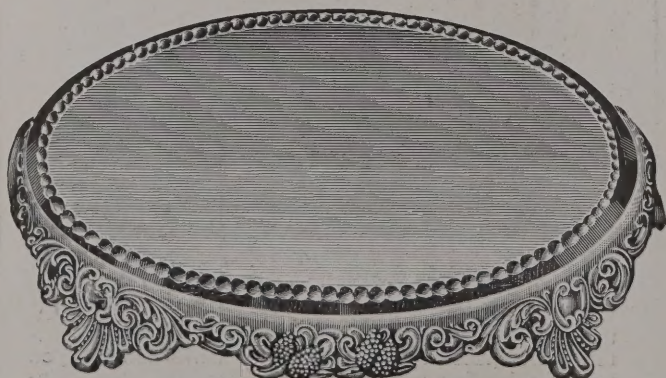
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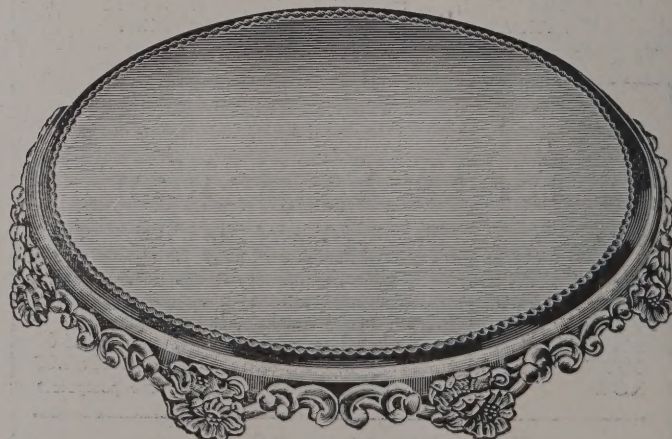
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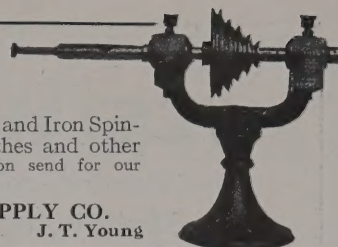
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